

***IDAHO STATE BOARD OF MEDICINE***

***STRATEGIC PLAN***

***FISCAL YEARS 2010-2013***

**SUBMITTED JULY 1, 2009**

SIGNED: \_\_\_\_\_  
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## KEY TERMS

**Assumptions-** Current or future trends used in the planning process, presumptions about future trends or activities that may affect the organization

**Benchmark-** Desired outcome or goal quantified measurement, the point from which measurement begins or ends. In the Board of Medicine strategic plan benchmarks are used as a reference from which measurement begins, unless otherwise specified

**Goal-** Usually a projected future aim or ambition, for strategic planning in the state a five year goal is used

**Objective-** What is to be accomplished by the activity, the target behavior or desired outcome?

**Output Measure-** The objective measure that shows you are working on the goal, what an outsider could see, touch, feel to know that step is accomplished or in progress.

**Performance Output Measure-** What measurable performance or behavior is changed as result of that step or goal being accomplished?

## **Vision Statement**

***Every citizen in the state and every licensee of the Board of Medicine are able to discuss the purpose, scope and function of the Idaho State Board of Medicine.***

We anticipate that public demand for information will continue to increase as will the need for public education and information about the board's function and activities. We predict an increase in applications in all professions and increased administrative, investigative and disciplinary demands on the Board. We anticipate the ability to avoid duplication of effort by hospitals and allow secure access to licensing information by participating hospitals. We anticipate being able to incorporate information from the Patient Freedom of Information web site with appropriate disclaimers into the Board license verification information to simplify the information sources for the public. We anticipate the disciplinary process will become more litigious and there will also be an increasing demand for prelitigation resources. We visualize the need for increased technology reliance to more effectively meet these escalating demands. We forecast the need for increased technology training and specialized staff positions. We foresee the need for increased resources to meet the demand for public information. We expect that all changes carry with them an inherent need for increased education to insure all staff members are able to meet the challenges of the future. We believe it the responsibility of all staff members to plan for the future and continuity of the Board functions and accept responsibility for succession planning.

## **Mission Statement**

***Fair and impartial application and enforcement of the practice acts.***

The State Board of Medicine is a self-governing agency operated with dedicated funds from licensees of the agency. It operates with six boards, one advisory committee and forty one board/committee members. The Board serves as the primary vehicle in the state for licensure and discipline of physicians, doctors of osteopathy, physician assistants, dietitians, respiratory therapists, and athletic trainers. The Board provides for limited permits for polysomnographers as it applies to the practice of respiratory therapy. The Board registers medical interns, externs, residents, physician assistant trainees, and polysomnography trainees in approved training programs. The Board of Medicine regulates supervising physicians who supervise physician assistants, residents, interns and externs, cosmetic procedures and directing physicians who supervise athletic trainers. The Board has primary responsibility for the coordination of malpractice prelitigation hearings.

## **Key External Factors and Assumptions for Strategic Planning**

### *Economic*

The increasing cost of natural and manufactured resources will continue to impact operating costs of the Board.

The state population and number of professionals licensed by the Board will continue to increase over the next five years.

Federal and state initiatives, insurance carriers, and technological advances could affect health care delivery systems and professional regulation especially within the arena of the practice of medicine over state lines.

The increasing cost and concerns with the quality of medical care will remain on the consumer hot topic list and continue the demand on all state medical regulatory systems.

### *Political*

There will continue to be an increased need for political awareness of issues related to health care professionals and regulatory agencies especially relating to education and training for scope of practice issues.

Special interest groups will continue to influence politics.

### *Technological Trends*

New technological advances will increase the access to information. Public access demand will increase the agency technology workload.

Technological advances will require a knowledgeable staff and dedicated funds to maintain viability in the future.

Technological advances will require new security processes to protect privileged information.

### *Environmental Trends*

Increasing cost of natural resources could influence the agency financial plans.

All state agencies will need to focus on opportunities to save and protect existing natural resources

### *Social*

Health care cost containment will remain a key social issue while conversely malpractice litigation will continue to grow.

Increased accountability for social and health programs expenditures will remain high on the consumer interest list.

The aging health care professional population will significantly impact health care delivery for the next 10-12 years

### *Personnel Resources*

Physician willingness to serve on the Board could be affected by political and social factors.

Staffing resources will continue to be limited, including experienced nurses, and retention of qualified personnel will remain a priority

Succession planning must be a part of the agency's plan to insure continuity in support to all Boards

## **Office Philosophy**

We believe that regardless of the political or judicial environment, the primary goal and function of this agency is public protection.

We believe that our obligation is to the citizens of Idaho and members of the health professions we license.

We believe information provided by this office should be accurate, objective, and provided in a timely manner.

We believe in continuous improvement and always strive to perform our functions in an ethical, honest, manner that is both responsive and accountable to those we serve.

We believe that education is a key element in continuous improvement and that each member of the staff must be encouraged and supported to reach and utilize their full potential.

We believe that continuous quality improvement is not a slogan but a system of beliefs, training, knowledge and management commitment to provide the highest quality most cost-effective service.

We believe that succession planning is part of our commitment to a continuous quality improvement plan

## **FIVE YEAR GOALS**

To improve and cultivate public outreach activities

To continue to improve communication with licensees

To utilize technologies to improve function and reduce cost

To identify and address the training needs of the staff and Board members

To continue to plan for the future and insure continuity through succession planning for key positions



## FUNCTIONAL AREA- LICENSING AND DISCIPLINE

GOALS AND OBJECTIVES	FY 10	FY 11	FY 12	FY 13	FY 14	OUTPUT MEASURES	PERFORMANCE OUTCOME MEASURE
<b>GOAL</b>							
Improve public outreach							
Utilize technologies to improve function and reduce cost							
Improve communication with licensees							
<b>OBJECTIVE</b>							
To meet public and licensee need for information and documents.						Public and licensees use web site for pertinent information, application material, and license verification and variety of on-line services	Information available and web site used as primary source of information.
<b>ACTION</b>							
Develop web secure web site access for board meetings, applications, off site investigations and on-going telecommuting needs		X	X	X	X	Web site secure access established and used for board agenda, meeting materials, investigations, application status, and telecommuting	Secure access used for 70% of meeting materials, investigations, applications.
Develop a secure access for physician information to expedite credentialing, eliminate duplication, and enhance communication		X	X	X	X	Secure access established, hospitals trained on use, rule and legislative changes evaluated, process established.	Hospitals using secure access information in credentialing and credential review for hospital privileges 50% of hospitals use on line access
Simplify application process and status reports to applicants			X	X	X	Integrated application and applicant feedback system in place	80% of all applications and feedback to applicant done via web interface
Continue to encourage feedback on the web site from users	X	X	X	X	X	Feedback received on regular basis	Public/licensee concerns with access addressed, changes ongoing to meet public needs.
Explore alternate methods to conduct meetings and still provide clear interaction among Board members			X	X	X	Video conference/ webinar resources identified and utilized as needed to accomplish Board business	25% reduction in costs associated with “in person” meetings

## FUNCTIONAL AREA- LICENSING AND DISCIPLINE

GOALS AND OBJECTIVES	FY 10	FY 11	FY 12	FY 13	FY 14	OUTPUT MEASURES	PERFORMANCE OUTCOME MEASURE
<b>GOAL</b> Utilize technology to improve agency function and reduce cost				X	X	Currently only Board of Medicine and Committee on Professional Discipline are paperless.	100% paperless board/committee meetings
						<i>Demonstrated decreased copy, paper and personnel costs with paperless meeting.</i>	
						Benchmark-Current 2/3 of all boards paperless	
<b>OBJECTIVE</b> Reduce time and costs for seven board/committee meetings and renewal functions, promote telecommuting as a method to reduce environmental travel impact, limit building office needs, and enhance personnel retention							
<b>ACTION</b>							
Document storage system in place and staff trained in operation	X					Staff able to convert documents to electronic media	All investigative and licensing documents converted to electronic media and utilized by members and staff
Process in place for conversion of incoming documents	X		X	X	X	Written process being followed	100% of identified documents converted to electronic media
Laptops purchased and receipted to board/committee members	X	X	X	X	X	Board/committee members have access to laptop	Laptops issued to members
Members trained on media format and access				X	X	Members accessing electronic meeting info	Members access meeting information 100% electronic media
Staff are able to access and input information into system from investigative sites or telecommuting locations		X	X	X	X	Office space costs stable or reduced, investigators are able to provide information updates into database from remote location	Information to and from remote investigative sites entered 100% in real-time, telecommuting used as cost saving alternative.

## FUNCTIONAL AREA: PRELITIGATION

GOALS AND OBJECTIVES	FY 10	FY 11	FY 12	FY 13	FY 14	OUTPUT MEASURES	PERFORMANCE OUTCOME MEASURE
<b>GOAL</b> To utilize technologies to improve function and reduce cost						<i>Information currently captured in multiple formats (EXCEL, WORD) and requires increased time and effort to capture</i>	Data collection improved, 100% of statistical information captured on and database used for data management (Benchmark) administrative time decreased, and program adequately funded. Staffing stable at 1.5 FTE
	X	X		X	X		
<b>OBJECTIVE</b> Improve data collection, streamline the administration of the prelitigation process, and insure adequate funding and staffing.							
<b>ACTION</b>							
Identify needed information to capture pertinent statistical data	X	X				Required information identified	100% Pertinent information identified
Redesign database to incorporate prelitigation information or develop separate database.	X					Database redesigned or new database purchased	Database functional and administrative tasks streamlined
Identify paperless tasks for process	X	X		X	X	Tasks identified	Electronic media used for 25% of process where applicable, administrative tasks decreased
Identify funding resources for the pre-litigation process	X	X	X	X	X	Fees for process distributed among users	Adequate funding of process in place

## FUNCTIONAL AREA: TRAINING AND EDUCATION

GOALS AND OBJECTIVES	FY 10	FY 11	FY 12	FY 13	FY 14	OUTPUT MEASURES	PERFORMANCE OUTCOME MEASURE
GOAL Identify and address the training needs of the members and staff on on-going basis and plan for the future and insure continuity through succession planning	X	X	X	X	X	Ongoing benchmark	100% of staff trained in functional area, members orientated to process and procedure and funding adequate to meet training needs
OBJECTIVE							
Increased staff satisfaction and competency in office equipment and software, new members orientated in minimal time. Succession planning in place for all key staff positions							
ACTION							
Staff/members to identify training needs	X	X	X	X	X	Training needs identified	Individual training program outlined
Identify resources to meet the training needs of the staff/members	X	X	X	X	X	Training resources identified	Resource list for various training needs identified and utilized
Identify training and orientation needs required by new staff/members	X	X	X	X	X	Training and orientation plan outlined	New staff/members function in minimal time
Plan for technology changes that impact training needs	X	X	X	X	X	Training included in acquisition of new equipment and technology	Staff/members able to utilize new equipment and technology in minimal time
Identify and plan for funds to meet training needs	X	X	X	X	X	Funding available for training	Adequate funds to meet training needs
Re-evaluate training/orientation plans at least annually	X	X	X	X	X	Plans re-evaluated and updated annually	Most current orientation and training material utilized
Key positions are identified and overlap orientation and training provided by departing staff member	X	X	X	X	X	Overlap training incorporated into budget and training plan for agency	Staff one to one training of successor part of transition in all positions
All staff cross trained in multiple functional positions	X	X	X	X	X	Training on-going to insure continuity of Board function	Staff able to perform all functions of the Board
Salaries and benefits reviewed periodically to insure attraction of qualified personnel for key positions	X	X	X	X	X	Salaries reviewed and adjusted as needed to remain competitive in attracting qualified applicants.	Salaries adequate to attract qualified successor